

# EXHIBIT E

## OFFICE OF CIVIL RIGHTS EMPLOYEE SKILLS SURVEY SUMMARY

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**Introduction** A four-question employee skills survey was created by the team working on the plan for long-term improvement in May 2000. The survey questionnaire was designed to secure basic information on employee skills, training and experience.

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**Survey Objectives** The objective of the survey was to secure employees' self assessment of their:

- skill level,
- degree of training, and
- level of experience

in relation to their current position assignment. The survey also sought to determine the number of employees who believed they were better suited for another position in CR.

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**Survey Distribution and Return** The Employee Skills Survey Questionnaire was distributed to the 92 CR employees who report to the Deputy Director for Civil Rights. A break down of the employees by organizational placement follows:

**Figure 1: On Board Employment in CR Operations**

| ORGANIZATIONAL LOCATION                       | NUMBER    | PERCENT     |
|---|-----------|-------------|
| Employment Directorate                        | 39        | 42%         |
| Programs Directorate                          | 42        | 46%         |
| Tracking, Applications, and Analysis Division | 3         | 3%          |
| Resource Management Division                  | 8         | 9%          |
| <b>TOTAL</b>                                  | <b>92</b> | <b>100%</b> |

*Source: Office of Civil Rights Staffing Plan, June 2000*

The survey questionnaire was disseminated at an All Employee Meeting held on May 23, 2000. Copies were made available to employees unable to attend through managers, supervisors, and LTIP Team members. Employees were asked to return the questionnaire by May 26, 2000.

Thirty-four survey questionnaires were returned, representing a 42% return rate. Nineteen (56%) indicated their organizational placement as depicted in Figure I.

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**Figure 2: Organizational Placement of Respondents**

| Organization/Division                      | Number    |
|--|-----------|
| Programs                                   | 1         |
| Deputy Director, Programs                  | 2         |
| Statute of Limitation/Program Adjudication | 4         |
| Program Compliance                         | 4         |
| Program Investigations                     | 2         |
| Employment Complaints                      | 4         |
| Employment Adjudication                    | 2         |
| Placement Not Indicated                    | 15        |
| <b>TOTAL</b>                               | <b>19</b> |

*Source: CR Employee Skills Survey, May 2000*

**Employee Skills, Training and Experience**

A majority of the responding employees rated their job skill level (94%) and experience to perform their job (88%) as "adequate" to "excellent."

"Degree of training" appears to have been interpreted as training secured while in the currently assigned position. "Degree of training" was rated by 52% of the responding employees as "adequate" to "excellent." Figure 3 illustrates employee self assessment ratings of skill level, experience, and degree of training.

**Figure 3: Employee Self Assessment Ratings**

| Rating Level  | Skill Level | Degree of Training | Experience Level |
|---------------|-------------|--------------------|------------------|
| Excellent     | 19*         | 6                  | 18**             |
| Good          | 10          | 5                  | 7                |
| Adequate      | 3           | 7                  | 5                |
| Fair          | 2           | 13                 | 4                |
| Inadequate    | 0           | 3‡                 | 0                |
| <b>TOTALS</b> | <b>34</b>   | <b>34</b>          | <b>34</b>        |

\* One response of "Between good and excellent" was added to excellent.

‡ One response of "Have not received training for my job" was added to inadequate.

\*\* For this subject, the rating level was "High."

*Source: CR Employee Skills Survey, May 2000*

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**Employees  
Suited for  
Other Jobs**

Eighteen (53%) employees indicated they believe they are better suited for or could perform well in another CR position. As reflected in the Figure 3, most respondents believe they are better suited for a different position at a higher grade level.

**Figure 4: Employee Suitability for Same or Higher Graded Positions**

| <b>Respondents<br/>Position</b>                     | <b>Different Unit<br/>and Position</b> | <b>Different<br/>Position, Higher<br/>Grade</b> | <b>Same<br/>Position,<br/>Same or<br/>Higher Grade</b> |
|---|--|---|--|
| Manager   | 0                                      | 1   | 0  |
| Ag Program<br>Complaints Examiner &<br>Investigator | 1                                      | 2   | 1  |
| E.O. Specialist                                     | 0                                      | 1   | 2  |
| EEO Specialist                                      | 0                                      | 1   | 2  |
| Adjudicator   | 0                                      | 0   | 1  |
| Management Analyst                                  | 0                                      | 1   | 0  |
| E.O.<br>Assistant/Technician                        | 0                                      | 2   | 0  |
| Administrative Support                              | 0                                      | 1   | 0  |
| <b>TOTALS</b>                                       | <b>1</b>                               | <b>9</b>  | <b>6</b>   |

*Source: CR Employee Skills Survey, May 2000*

**Conclusions**

The following conclusions are drawn from the 34 responses received on the CR Employee Skills Survey:

- The majority of the respondents (29 or 85%) indicate that their skills are good to excellent for the positions they currently hold.
- A majority of the respondents (20 or 59%) indicate that they have received fair to adequate training to perform the job they currently hold.
- A majority of the respondents (25 or 73%) indicate that they have good to excellent experience for the job they currently hold.
- Nearly half of the respondents (16 or 47%) indicate they are better suited for a position other than the one they currently hold. Of these, a majority (9 or 56%) indicate the position is different and at a higher grade.



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**Conclusions,**  
*continued*

These responses may be viewed as a microcosm of the CR workforce in Employment, Programs, and Resource Management. While there are indications of low morale, it may be further concluded that CR staff in general:

- have a healthy sense of self-confidence;
  - believe they can do their current job well given the necessary resources and training; and
  - believe they can perform equally well or better in another position.
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